Office of Aboriginal Affairs

Annual Accountability Report

Reporting for the Fiscal Year 2001-02

Issued by: **Office of Aboriginal Affairs**

Date: **July 31, 2002**

Table of Contents

Accountability Statement 3

Message from the Minister 4

Introduction 5

Department Progress and Accomplishments 6

- Negotiation of Umbrella Agreement 6
- Negotiation of Treaty & Related Issues 6
- Mi'kmaq-NS-Canada Tripartite Forum 7
- Negotiation of Other Issues of Mutual Concern 7
- National Aboriginal Discussions 8
- Cultural Awareness Training 9
- Treaty Day 9
- Tripartite - Culture & Heritage Working Committee 10
- First Nation Gaming 10
- Federal-Provincial-Territorial-Aboriginal Forum 11
- Evaluation Report on the Mi'kmaq Justice Institute 11
- Assembly of First Nations - NEXUS 2001 Conference 11
- Mi'kmaq Younger Offender Project 11
- Sustainable Communities Initiative 12

Financial Results 13

Reporting on Outcomes 14

Supplemental Information 23

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Accountability Statement

The accountability report of the Office of Aboriginal Affairs for the year ended March 31, 2002, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against the Office of Aboriginal Affairs business plan information for the fiscal year 2001-02. The reporting of the Office of Aboriginal Affairs' outcomes necessarily includes estimates, judgements and opinions by the Office of Aboriginal Affairs.

We acknowledge that this accountability report is the responsibility of the Office of Aboriginal Affairs' management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Office of Aboriginal Affairs business plan for the year.

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Honourable Michael G. Baker, QC
Minister responsible for Aboriginal Affairs

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Judith Sullivan-Corney, Chief Executive Officer
Office of Aboriginal Affairs

Message from the Minister

The information we are providing in this document outlines the work the Office of Aboriginal Affairs has undertaken in the last fiscal year. It is our first report and it is designed to help you hold us accountable. Much of what has been accomplished is due to the professionalism, dedication, and commitment of our staff. We are proud of what we have been able to do for the people of Nova Scotia in our role of organizing and ensuring a consistent government approach to addressing Aboriginal matters. We encourage you to examine our efforts over the past year.

Much of our work was directed at preparing for the signing of the Umbrella Agreement and the start of negotiations on a Framework Agreement with Nova Scotia's Mi'kmaq and Canada. These negotiations are aimed at bringing about a new relationship between the province and the Mi'kmaq, a relationship that reflects their growing self-reliance.

During the last fiscal year, the Office of Aboriginal Affairs entered into negotiations with the Mi'kmaq on a provincial tax exemption program for fuel purchases on reserves by status Indians. We also initiated negotiations on the repayment of taxes paid in error in prior years by status Indians.

Through a series of gaming agreements with Nova Scotia's First Nations, the Office of Aboriginal Affairs worked with communities to ensure funds received through gaming agreements are used to further economic and community development priorities within First Nations' communities.

The Office also provides financial and organizational support to the Mi'kmaq-Nova Scotia-Canada Tripartite Forum. This is the key mechanism for governments and the Mi'kmaq to come together to discuss issues of mutual concern.

Please take some time to examine this document and feel free to contact the Office of Aboriginal Affairs if you have any questions.

Michael G. Baker, QC
Minister responsible for Aboriginal Affairs

Introduction

This accountability report, the first for the Office of Aboriginal Affairs provides a report card on the progress and accomplishments of the Office during the fiscal year, 2001-02. This report is based on the goals and priorities as outlined in the 2001-02 business plan for the Office.

The main body of the report provides a review of achievements during the fiscal year. In addition the report provides an overview of financial results and performance measures.

During the fiscal year, the main focus of the Office was on the negotiation of an Umbrella Agreement with the Government of Canada and the Mi'kmaq of Nova Scotia. In addition, the Office continued the internal work necessary to prepare the Province for the negotiation process and build capacity across government to address Aboriginal issues in an effective and proactive manner.

Additional information on the activities of the Office of Aboriginal Affairs can be found at our web site www.gov.ns.ca/abor/ .

Department Progress and Accomplishments

The following section provides an overview of the progress and achievements of the Office of Aboriginal Affairs during the 2001-02 fiscal year. These achievements are organized around the strategic goals of the Office as outlined in the 2001-02 business plan.

*Goal: **To represent Nova Scotia's interests effectively in intergovernmental, bilateral and tri-party initiatives and negotiations**.*

PROGRESS AND ACCOMPLISHMENTS

Negotiation of Umbrella Agreement

The Office of Aboriginal Affairs, successfully negotiated an Umbrella Agreement with the Government of Canada and the Mi'kmaq of Nova Scotia. This agreement formalizes the key aspects of the relationship among the three parties including:

- Framework Agreement negotiations on treaty and related issues;
- Restructuring and revitalization of the current Mi'kmaq-Nova Scotia-Canada Tripartite Forum; and
- Discussion among the three parties on the nature and extent of consultation between governments and the Mi'kmaq.

Negotiation of Treaty and Related Issues

The Office of Aboriginal Affairs conducted the following activities during the fiscal year in preparation for the negotiation process with the Mi'kmaq and the Government of Canada:

- A series of negotiation training sessions for twenty senior government staff were conducted;

- Through a network of interdepartmental working groups a framework for the development of provincial negotiation mandates was established;

- An internal consultation with all provincial government departments was conducted to raise awareness of the negotiation initiative and assist in identifying departmental interests;

- A negotiation preparedness workshop was held in February 2002 for key government officials. This workshop included presentations on Aboriginal negotiations by representatives from across the country including Ontario, British Columbia and the Government of Canada.

Mi'kmaq-Nova Scotia-Canada Tripartite Forum

The Office of Aboriginal Affairs provides approximately $200,000 annually in core funding to support the activities of the Tripartite Forum in Nova Scotia. This funding is matched by Indian and Northern Affairs Canada. During the fiscal year 2001-02 the following activities were conducted in support of the Forum:

- A report and series of recommendations on the Forum was completed by representatives from the three parties to the Forum. These recommendations focused on an administrative streamlining and a restructuring of the committee structure to accommodate the introduction of a negotiation process on treaty and other matters.

- In addition to preparing for the introduction of the proposed changes to the Forum, the Office provided support to provincial staff participating in the Forum. Currently there are approximately 25 staff from seven government departments actively participating in this Forum. Committees that were active during the fiscal year included Education, Health, Social, Culture and Heritage, Economic Development and Justice.

- The Office also participated directly in the Planning and Administration Committee during 2001-02 and supported the operational planning of the various committees of the Forum.

Negotiation of Other Issues of Mutual Concern

During the 2001-02 fiscal year, the Office of Aboriginal Affairs entered into negotiation with the Mi'kmaq of Nova Scotia in relation to the introduction of a provincial tax exemption program for fuel purchases made on reserve by Status Indians in Nova Scotia. The following progress was made on this initiative:

- In negotiation with the Mi'kmaq, a draft retailers agreement to guide the introduction of the exemption program on reserve was developed. This agreement is still under development.

- Negotiations with the designated First Nation representatives were initiated over the repayment of taxes paid in error in prior years by Status Indians. This negotiation process continued into the 2002-03 fiscal year.

National Aboriginal Discussions

The Office of Aboriginal Affairs participated in the Federal-Provincial-Territorial-Aboriginal (FPTA) Forum during the year. Progress was made in a number of areas including the following:

- During the year, two Ministers/Leaders meetings were held to further the priorities of the Forum;

- Ministers/Leaders released a paper on *Strengthening Aboriginal Participation in the Economy*. Later in the year Ministers also endorsed a progress report and work plan on implementation of the report. In particular, Ministers and Leaders requested that officials examine the particular needs associated with Aboriginal women and youth.

- The Forum also held an Aboriginal Youth Conference in the fall of 2001. This conference provided an opportunity for Aboriginal youth across the country to share their perspectives of the FPTA *National Aboriginal Youth Strategy* and discuss common concerns and priorities.

- In December 2001, Ministers and Leaders endorsed a National Business Summit and directed officials to plan for a summit of Aboriginal, government and business leaders in early 2003.

Goal: To facilitate and promote a coordinated approach within the Government of Nova Scotia on matters related to Aboriginal people in Nova Scotia.

PROGRESS AND ACCOMPLISHMENTS

The Office of Aboriginal Affairs plays a lead role in organizing and ensuring a consistent government approach to addressing Aboriginal matters. Throughout the year, the Office provided advice to line departments on Aboriginal matters and participated in corporate initiatives to ensure there was a reflection of Aboriginal issues. Some key activities during the fiscal year included:

- The Office actively participated in the development of Nova Scotia's Economic Growth Strategy, *Opportunities for Prosperity*. Similarly, the Office provided advice and support to the Petroleum Directorate and Department of Natural Resources in the development of Nova Scotia's Energy Strategy, *Seizing the Opportunity*. This included the development of a series of recommendations related to Aboriginal issues within the strategy;

- The Office provided leadership in the Sustainable Communities Initiative through the provision of advice and co-chair responsibility for the First Nations Advisory Committee.

- During the year, the Office provided support through research, analysis and advice to a number of line departments. Specifically, Aboriginal Affairs provided advice to a number of Departments in relation to the development of a cultural and historically significant site in the Debert area.

Goal: To enhance awareness of Mi'kmaq heritage and culture.

PROGRESS AND ACCOMPLISHMENTS

The Office is committed to raising the level of awareness and understanding of Mi'kmaq heritage and culture generally and specifically within the Nova Scotia Government. To further this commitment the Office pursued the following activities during the 2001-02 fiscal year:

Cultural Awareness Training

During the year, the Office developed and provided a series of cultural awareness training sessions across the province for civil servants. The objective of these sessions was to raise awareness and understanding of the Mi'kmaq culture in Nova Scotia. Approximately 105 staff took part in six sessions held in Bear River, Truro, Sydney and Halifax.

Development of future training was also initiated with the intent of rolling new sessions out during the 2002-03 fiscal year.

Treaty Day

In collaboration with the Mi'kmaq, the Office of Aboriginal Affairs organized the annual Treaty Day events held at the Nova Scotia Legislature. At this event held every October 1, the Grand Chief Donald Marshall Senior Elder Award was presented to Viola Christmas of Membertou First Nation and Sarah Francis of Pictou Landing. Both were recognized for their outstanding contributions as Mi'kmaq elders.

The Chief Noel Doucette Memorial Youth Achievement Awards went to Patty Prosper of Waycobah First Nation, Cecilia Doucette of Chapel Island and Trevor Gould of the Afton Reserve. This award was established in 1996 and is presented to Mi'kmaq youth who possess leadership qualities and show high academic achievement.

Mi'kmaq kina'matnewey (Education) also presented two $1,000 scholarships to recipients of the Donald Marshall Sr. Memorial Scholarships. This scholarship supports Mi'kmaq post-secondary students at the diploma, certificate, bachelor and graduate levels. Doreen Stevens of Eskasoni First Nation received the Donald Marshall Senior Graduate Award and the Donald Marshall Senior Undergraduate Award was won by Cheyenne Bennett from Bear River First Nation.

Tripartite - Culture and Heritage Working Committee

As part of the 2001-02 Culture and Heritage working committee operational plan, the Office participated in a Commemoration and Presentation sub-committee that supported a workshop focused on Mi'kmaq training for Aboriginal cultural centres. In addition, the committee is in the process of developing a strategy for reviewing public Mi'kmaq presentations and workshops in Nova Scotia.

Goal: To foster Aboriginal economic development and community capacity building across Nova Scotia.

Progress and Accomplishments

First Nation Gaming

Through a series of gaming agreements with Nova Scotia's First Nations, the Office of Aboriginal Affairs worked with communities to ensure that funds received through gaming agreements are used to further the economic and community development priorities within First Nation communities. During the 2001-02 fiscal year:

- Membertou Band became the eleventh community to sign a gaming agreement with the Province;
- Video lottery terminal play generated $20 million during the fiscal year - all of this money was retained by Mi'kmaq communities. These foregone revenues of the Province are intended to be used to support community and economic development within First Nation communities.
- Additionally, $2.5 million was distributed to communities with gaming agreements as their share of the Sydney Casino profits. A further, $2.7 million will be distributed during the 2002-03 fiscal year.

Federal-Provincial-Territorial-Aboriginal (FPTA) Forum

The Office of Aboriginal Affairs worked with our partners in the national FPTA process during the 2001-02 fiscal year to identify practical solutions to some of the barriers facing greater Aboriginal participation in the economy. Specifically, the Forum developed a report on *Strengthening Aboriginal Participation in the Economy*. This report provides guidance to jurisdictions and Aboriginal organizations on addressing issues to enhance the economic participation of Aboriginal people and communities. During the coming year, the Province will work toward implementing practical solutions based on the work of the Forum in this area with a specific focus on Aboriginal women and youth.

Evaluation Report on the Mi'kmaq Justice Institute

During the fiscal year the Office of Aboriginal Affairs supported the development of a proposal by the Mi'kmaq community on implementing the recommendations contained in the Clairmont Evaluation Report on the Mi'kmaq Justice Institute. This proposal for the development of an Aboriginal Justice umbrella organization, the Mi'kmaq Legal Services Network has received the support of the Mi'kmaq-Nova Scotia- Canada Tripartite Forum Justice Committee.

Assembly of First Nations - Nexus 2001 Conference

The Office of Aboriginal Affairs was a silver sponsor for the AFN-Nexus Business Conference 2001 that was held in conjunction with the Annual Assembly of First Nations in Halifax. The conference provided an opportunity for First Nation businesses and organizations to share individual and collective experiences on promising economic initiatives underway across Canada. The forum included discussions on Aboriginal forestry, oil and gas resource development, project management, taxation, traditional knowledge and cultural values, as well as First Nations land rights, emerging technologies, and the growing role of women in business.

Mi'kmaq Young Offender Project

The Office provided financial support to the Mi'kmaq Young Offender Project, sharing costs 50:50 with Justice Canada. This project provides restorative justice programming to Aboriginal people in Nova Scotia. The project currently offers two programs, Mi'kmaq Justice Circles and the Community Service Order program.

Sustainable Communities Initiative (SCI)

SCI is an initiative that works to build the capacity of government and communities to work together, in part, through facilitating information sharing and community dialogue. The increased capacity of government and communities to work together effectively may in the future enable stronger sustainable communities. Through advise on First Nation issues, OAA is helping to further the capacity of First Nation communities and governments to effectively work together on sustainability issues.

Financial Results

The following table outlines the budgeted and actual spending for the Office of Aboriginal Affairs during the 2001-02 fiscal year. Overall spending came in at $1.7 million, approximately $475,000 less than the authorized budget of $2.165 million.

Cost Centre	Budget	Actual	Variance
Salaries and Benefits	$ 717,900	$ 659,479.37	($ 58,420.63)
Travel	34,500	28,887.98	(5,612.02)
Professional and Special Services	602,400	309,096.34	(293,303.66)
Supplies and Services	54,700	58,338.91	3,638.91
Other	158,500	360,059.71	201,559.71
Grants and Assistance	602,000	300,856.82	(301,143.18)
Less:			
Chargeables to Other Departments	5,000	26,000.00	(21,000.00)
Recoveries	0	503.08	(503.08)
Fees and Other Charges	0	480.00	(480.00)
Total	***$ 2,165,000***	***$ 1,689,736.05***	***($ 475,263.95)***

- *Salaries and Benefits* were 8% below expected levels as a result of staffing changes and delays in rehiring throughout the fiscal year.

- *Professional and Special Services* were below budget estimates primarily as a result in a delay in entering into formal negotiations on treaty and related issues with the Mi'kmaq and the Government of Canada. Costs associated with the negotiation process such as stakeholder involvement, communication and public education are some examples of the expenditures that were budgeted for under this cost centre and to a large extent went unexpended throughout the fiscal year.

- Expenses in the major cost centre, *Other* were over-expended due to the inclusion of partial costs associated with the implementation of the proposed fuel tax exemption program for Status Indian purchases of fuel on reserve.

- *Grants and Assistance* payments were below expectations primarily as a result of the delay in formal negotiations.

- *Chargeables to Other Departments* were higher than anticipated due to strong take-up of the Cultural Awareness training offered throughout the fiscal year.

REPORTING ON OUTCOMES

INTRODUCTION

The following pages report on our progress in meeting targets set during the business planning process. As the outcome measures established by the Office of Aboriginal Affairs in 2001-2002 changed in the 2002-03 business planning process (see Appendix A), these measures will be used as the basis of the report.

Measures are grouped within the core business areas of the Office, although in one instance a measure used was broad enough that it addressed all aspects of the core business.

PART I - NEGOTIATIONS AND RELATED DISCUSSIONS

The Office of Aboriginal Affairs is responsible for coordinating the negotiation process and representing the province's interests in negotiations and related discussions with the Federal Government and Mi'kmaq.

The key outcome associated with this core business element is *fair and timely resolution to issues of mutual concern.* What follows is a reporting on each of four measures identified to track progress on this particular outcome.

Framework Agreement on Treaty and Related Issues

What does the measure tell us?

Reaching consensus on a Framework Agreement with Canada and the Mi'kmaq of Nova Scotia is the next key milestone in the treaty negotiation process. Reaching this agreement signifies the continued evolution of the relationship between First Nations and governments in Nova Scotia.

Where are we now?

The three parties (Mi'kmaq, Nova Scotia and Canada) formally signed an Umbrella Agreement on June 7, 2002. This agreement formally initiates the process of negotiating a Framework Agreement. This document will be key to all future negotiations as it sets the items that will be negotiated and articulates how the negotiation process will be conducted.

Where do we want to go/be in the future?

Our target for this agreement to be in place by March 31, 2004. Once a Framework Agreement is reached, the parties will enter into the Agreement in Principle stage of negotiations. In this stage the three Parties examine in detail the issues identified in the Framework Agreement, with the goal of reaching Agreement In Principle. Agreement In Principle describes all of the essential features of a Final Agreement. Typically, an Agreement in Principle addresses a comprehensive package of issues. The Parties may choose to develop separate agreements for certain issues.

AGREEMENTS IN NON-TREATY RELATED AREAS

WHAT DOES THE MEASURE TELL US?

The relationship between the Province and the Mi'kmaq of Nova Scotia is not limited to a treaty or series of treaties. A wide range of arrangements already exist which set out some of the parameters within which governments relate with First Nations. Despite these areas of agreement there remain many outstanding issues of concerns. Reaching agreements in these areas is a sign of progress in resolving these matters to the satisfaction of all parties.

WHERE ARE WE NOW?

A number of areas have been identified by the Office of Aboriginal Affairs as requiring resolution through some form of agreement. The key areas that are currently being addressed by the Office of Aboriginal Affairs include:

- the introduction of a fuel tax exemption for purchases on reserve by Status Indians;
- Repayment to Status Indian consumers of fuel taxes paid in prior years; and
- First Nation Gaming agreements.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

Each of these areas are targeted for completion during the 2002-03 fiscal year. Additional areas where work is required to resolve outstanding issues are being identified on an on-going basis.

Development and Implementation of a Consultation Process with Aboriginal People and Communities

What does the measure tell us?

Courts have said that Governments have a duty to consult with Aboriginal people and/or communities if Aboriginal or Treaty rights are infringed. There is no formal mechanism for this consultation to occur in Nova Scotia. A key deliverable for the Office of Aboriginal Affairs is to establish the nature and extent of consultation in Nova Scotia. This will be done in partnership with the Mi'kmaq of Nova Scotia and the Government of Canada

Where are we now?

One element of the recently signed Umbrella Agreement was that the parties would enter into discussions with the objective of developing a Terms of Reference for a consultation process. With the signing of the Umbrella Agreement on June 7, 2002, this process has just begun.

Where do we want to go/be in the future?

An approach to consultation in Nova Scotia is targeted for completion by March 31, 2004.

Level of Public and Stakeholder Understanding and Awareness of the Negotiation Process

What does the measure tell us?

A key aspect of Nova Scotia's approach to the negotiation process will be to encourage a broad public awareness of the process and ensure that the views and concerns of stakeholders are well understood by the parties. This measure will be one way in which the Province will be able to gauge how successful we are in meeting this objective.

Where are we now?

As the process has just been formally announced, some baseline measurement (eg. through surveys) will be carried out in 2002-03.

Where do we want to go/be in the future?

Once the baseline is established, the activities in support of public education and stakeholder involvement will be directed at improving the level of understanding and awareness of this initiative.

PART II - INTERDEPARTMENTAL COORDINATION, POLICY ANALYSIS AND STRATEGIC ADVICE

This business area includes providing policy and strategic advice and support to departments and agencies concerning Aboriginal issues. The office also works with departments and agencies to develop and implement the Government's overall approach to Aboriginal issues.

The following are measures intended to assist in the evaluation of how effective the Office has been in moving toward an outcome of *an effective corporate approach to addressing Aboriginal issues in Nova Scotia.*

LEVEL OF UNDERSTANDING AND SATISFACTION EXPRESSED BY DEPARTMENTS AND AGENCIES

WHAT DOES THE MEASURE TELL US?

Addressing Aboriginal issues involves a significant level of horizontal coordination. Key to designing effective and sustainable corporate practices and solutions is the support and involvement of other Departments and Agencies. One measure of our success in this area is the level of understanding and satisfaction of the role the Office is playing within government as expressed by other Departments and Agencies.

WHERE ARE WE NOW?

Some limited survey work with our internal clients has been conducted, essentially identifying areas for improvement. An annual survey of key departmental clients is proposed to measure our improvement in this area.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

Once the baseline is established, we will target continuous improvement on this measure.

Corporate Policies and Approaches that Reflect an Aboriginal Component

What does the measure tell us?

One measure that provides an indication of success in developing a more effective corporate approach to addressing Aboriginal issues is the reflection of these issues in the development of corporate policies and strategic approaches.

Where are we now?

During 2001-02, the Office participated in and successfully encouraged the reflection of Aboriginal issues in the Provincial Economic Growth Strategy, *Opportunities for Prosperity* and the Energy Strategy, *Seizing the Opportunity*.

Where do we want to go/be in the future?

The Office will continue to advocate the reflection of Aboriginal issues throughout government policy. An example of this is the recently released Skills Framework for Nova Scotia. In addition, over the coming year, a key focus of the Office will be the development of an Aboriginal Policy Framework which will provide government with some clear guidance on addressing Aboriginal issues and will provide First Nations and the general public with a clear understanding of Nova Scotia's goals and policy direction in this area.

PART III - ALL CORE BUSINESS AREAS

The following is intended to measure progress on the Office's strategic goal of *enhancing awareness of Mi'kmaq culture*. This is a measure of success within each of our core business areas.

NUMBER OF PUBLIC SERVANTS COMPLETING CULTURAL AWARENESS TRAINING

WHAT DOES THE MEASURE TELL US?

This output measure provides a level of understanding of the reach of our corporate training initiatives. It is intended that this area of measurement will be refined over the coming year to better reflect the outcome which is "greater awareness if Mi'kmaq culture in Nova Scotia."

WHERE ARE WE NOW?

During 2001-02, 105 civil servants received cultural awareness training through six training session held in Bear River, Truro, Halifax and Sydney.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

Additional training will be offered in the coming year and the measurement of this outcome will be refined to be more reflective of the outcome. Once baseline measurement is done, the Office will be carrying out activities that will target an enhanced level of awareness of Mi'kmaq culture in the Nova Scotia Public Service and more broadly in the general public.

PART IV - ABORIGINAL AND INTERGOVERNMENTAL RELATIONS

The final area of core business is Aboriginal and Intergovernmental Relations. No specific measures have been developed to effectively measure progress in this area. The Office will be working over the next planning cycle to identify appropriate measures to track this item.

This area includes working with Aboriginal communities and organizations and other levels of Government to coordinate Aboriginal initiatives, develop strategies, and build and maintain a sustainable framework for First Nation-Government relations.

Supplemental Information

- Comparison of 2001-02 to 2002-03 Outcome Measures
- Organizational Chart (as of March 31, 2002)

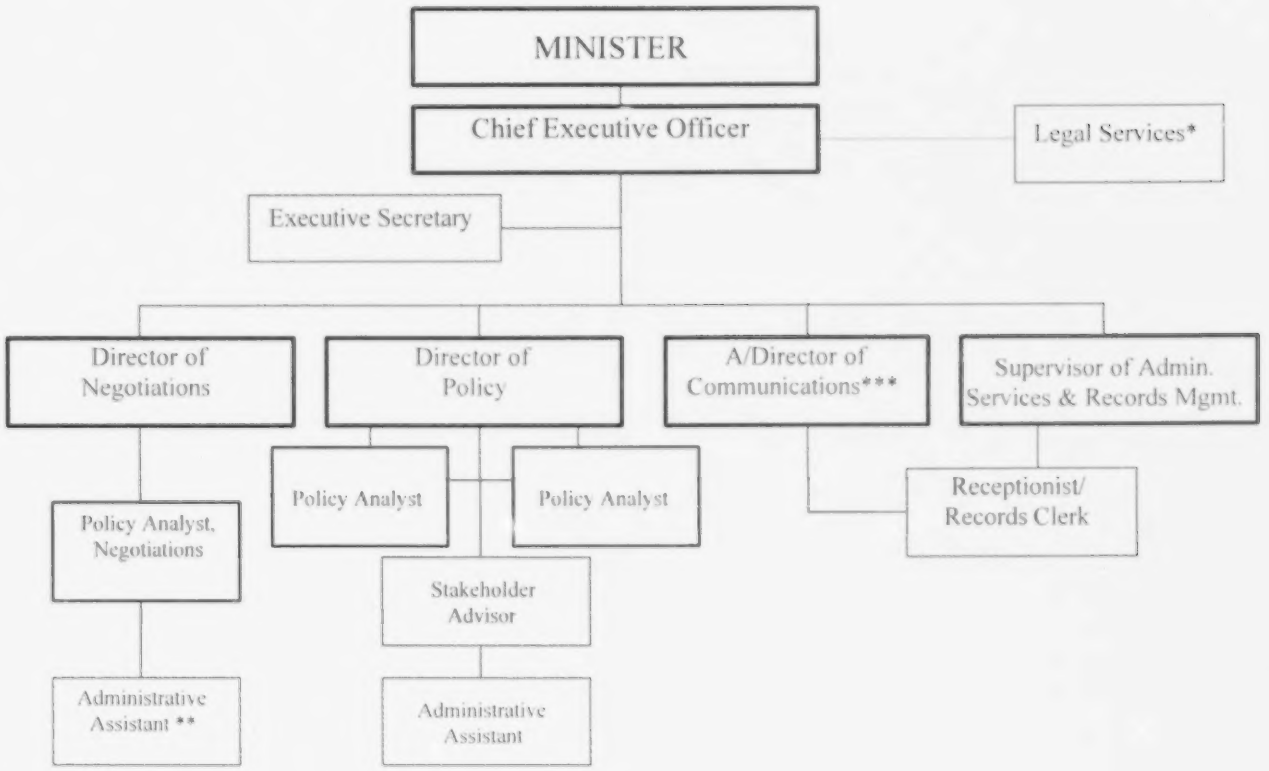
APPENDIX A

Comparison of 2001-02 to 2002-03 Outcome Measures

2001-02 Measure	2002-03 Measure	Accountability Comments
Framework Agreement on negotiations of Treaty and related issues.	Framework Agreement on negotiations of Treaty and related issues.	No change.
Agreement in other, non-treaty related areas.	Agreements in other, non-treaty related areas.	No change.
Development and implementation of consultation process with Aboriginal peoples and communities.	Development and implementation of consultation process with Aboriginal people and communities.	No change.
Level of public awareness of and support for the negotiation process.	Level of public and key stakeholders understanding and awareness of the negotiations process.	Slight wording changes to include key stakeholders.
Number of intergovernmental processes where OAA is actively involved.		Deleted. Difficult to measure.
Level of understanding and satisfaction expressed by line departments as measured in client survey.	Level of understanding and satisfaction expressed by departments and agencies as measured in client surveys and assessments.	Slight wording changes.

Number of corporate initiatives that reflect, where appropriate, Aboriginal issues.	Number of corporate policies or strategic approaches that reflect an Aboriginal component.	Slight wording changes.
Number of civil servants completing cultural awareness training.	Number of public servants completing cultural awareness training.	Slight wording changes.
Participation in Treaty Day activities.		Deleted.
Number of opportunities advanced by OAA that support enhanced capacity within First Nation communities.		Deleted. Difficult to measure.

OFFICE OF ABORIGINAL AFFAIRS



* Legal services for the Office are located at the Department of Justice
** Provides administrative support to documents coordination initiative
*** Director of Communications FTE counted under Communications Nova Scotia

March 31, 2002